

14 January 1980

MEMORANDUM FOR: Director of Training
FROM : Director of Central Intelligence
SUBJECT : Perspectives for New Supergrades

1. I have reviewed the notebook on Perspectives for New Supergrades No. 4 and commented on items in []'s cover memorandum. In general, I think the course is off to a good start.

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2. Beyond that I wish you would continue to refine the focus of the week so that all activities have as their ultimate goal the breaking down of Directorate parochialisms and the building of a one-Agency perspective. I see this course as a vital first step in getting supergrades to think of themselves as Agency managers rather than just Directorate managers. Consequently, whatever the subject matter, be it ethics or resource management, their readings, the questions with which they grapple, and their discussions should be pointed toward a better understanding of Agency-wide issues and problems. Their solutions should evolve from an improved understanding of their responsibility for the whole Agency.

3. In this regard, I am concerned at the statement that the participants are the program's primary sources. I disagree. Certainly the participants cannot help but learn from each other. But learning more about other Directorates is not why they are there. They are together so that they will all begin to step away from the concerns of their own Directorates and start looking at the Agency differently. This is a new perspective for most. To share and depend on past experiences and understandings will only reinforce the very barriers we are trying to break down. The burden rests heavily on OTR to provide readings, outside experts, and carefully thought out experiences which will introduce this new idea and convince the participants of its value in the course of a week.

4. I have asked [] to provide you with some readings I am using in a discussion at National Defense University later this month. They are chosen to spark discussion of different Agency issues. One considers our changing relationship with Congress; another is on ethics; another the problem of producing good analysis--the Agency's

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product. These issues are the concern of every Agency manager, wherever he may work. I provide them only as examples of the kind of articles from which case studies might be developed or provoking questions framed which will underscore the importance of the Agency working as one. You needn't use them unless you want to, but I think articles like them, as well as others on resource management [redacted] may have some ideas) and management theory might well form the basis of some excellent directed discussions.

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5. Keep me advised of how the course is going and any substantive changes you are making to it. Would it be worthwhile to increase it to a full five days?



STANSFIELD TURNER